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Approved For Release 2002/06/14 : CIA-RDP82-00490R000100020045-6

MEMORANDUM FOR: CIA Career Council

SUBJECT : Utilization of Former Employees in an Organized Group

REFERENCE : Memo fr Executive Officer to DD/S; dtd 16 Jun62 (ER 62-47/1)

1. Referenced memorandum states that "The Director has asked that the Director of Personnel consider the establishment of an organized CIA league, reserve, alumni association, etc. It is the Director's view that such an organization would make a real contribution to the Agency in terms of a pool of qualified consultants, a ready reserve, and enthusiastic supporters of the Agency. It is his idea that the members would preserve some level of clearance and would be invited to Washington for periodic briefings." In complying with the request, the Director of Personnel asked that the Deputy Directors (INTelligence), (Plans), and (Support), the Director of Training, and the Director of Security each nominate an officer to serve on an committee to assess the feasibility of such a project. The committee was organized and has considered the problem. Its recommendations are contained in paragraph 6.

2. The group first studied prior Agency activity in this general area. The programs reviewed were the National Defense Executive Reserve, the CIA Civilian Specialist Reserve, and the CIA Standby Reserve. These activities are outlined in Tab A. In addition, it was noted that many former employees are associated with the Agency in a consultant, contractual, or even on an informal basis - associations which would in all probability preclude participation in any form of "alumni" association.

3. The group then considered the possibility of formation of an overt association of former employees, identified with the aims of CIA, but controlled and promoted at least ostensibly by its own members. This type of organization would be compatible with the American Foreign Service Association (which is composed of both present and former personnel of the Department of State), the Reserve Officer's Association, and the many alumni associations of educational institutions. It was recognized that such an association might well provide CIA with support in its public relations problems and could well provide a mechanism for maintaining interest and esprit' among former employees. On the other hand, utilization of the accepted means of holding such an organization together, such as house organs, group letters, regional or headquarters meetings, would probably not be acceptable from a security point of view and could lead to adverse publicity. Should these techniques be utilized by the organization itself (assuming it to be independent), not only would similar security implications be present, but additional problems might arise should the aims of the organization diverge from those of the Agency. The group reached the conclusion that an overt CIA alumni association would not serve the best interests of the Agency.

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4. The committee next considered the advisability of an Agency-sponsored selected group that could be developed and exploited for a variety of purposes. Such a group could be open to former employees selected through a system of individual screening which would determine both their fitness by Agency standards for further exploitation and their usefulness in one or more of a number of pre-determined activity areas: Incentive for future affiliation might well be acquired were members of such a group called upon to perform certain activities for the Agency. Such activities might include:

- a. Spotters to assist in recruitment of personnel; 25X1A6A
- b. Assistance to the Contact Division [redacted] 25X1A8A
- c. Assistance to the Central Cover Group and the [redacted] as a support structure and in development of possible leads for overseas cover and operations;
- d. Provision of experience and motivated personnel in times of urgent need or emergency; or,
- e. Assistance to the Office of Security in developing source leads to facilitate investigations.

Such a reserve group would probably be semi-covert in nature and should not be expected to depend upon any "association" concept to achieve participation in reaching the goals set for it. Rather, it should be composed of individual former employees responsive only to the Agency, and preferably to a single point within the Agency, for requirements. Such requirements would largely be limited to letters of inquiry with occasional personal contact as required in certain areas. The "rewards" would usually be limited to acknowledgement of assistance given. It would follow that the organization would be compartmented so that individuals would not be knowledgeable of others in the same area who might also be participating (although those working on the same objectives might, in some cases, well be cognizant of the efforts of others.)

5. The committee next addressed itself to the problems of selection for membership size of the group, and maintenance of its effectiveness. In so doing, it reviewed the formation of an experience with CIA Standby Reserve, and concluded that an expanded reserve, patterned along the lines of the Standby Reserve, might well be the optimum approach to utilization of the talents of former employees. Specifically, it concluded that:

- a. Criteria for selection be modified to eliminate the grade requirement (GS-7 and above) for inclusion in the Reserve, and that membership be limited to former Career Employees (unless adequate justification in terms of potential usefulness is provided).
- b. Expansion of possible areas of use to include these cited in paragraph 4 above, as well as others as they develop. This would further modify the selection criteria by removing the present restrictions that a person be under 60 years of age and also selecting members for certain activities even though they are members of a ready reserve unit.

c. Size of the group be determined by:

- (1) The nominating and screening techniques now being utilized for the Standby Reserve.
- (2) The usefulness of the members of the group in terms of its objectives.
- (3) An annual screening of members to determine whether or not any should be dropped as no longer possessing potential in terms of planned objectives.

It was concluded that no useful purpose would be served by placing any absolute limitation on size - that the determinants outlined above would provide an optimum control

The committee agreed to the above points and recommends that revitalization of the Standby Reserve be undertaken by:

a. Restating nomination criteria to include:

- (1) Career Employee status at time of separation (personnel in other employment categories could be nominated for inclusion if sufficient justification for such inclusion exists)
- (2) Possession of qualifications required to carry out the objectives of the group
- (3) Not residing or planning to reside in a foreign country.

- b. Continuing the screening function carried out by the Offices of Personnel and security, the Medical Staff, and the Central Cover Group prior to contacting individuals in regard to inclusion in the group.
- c. Continuing a centralized control of contacts with members of the group but increasing numbers and kinds of contacts as experience with the group dictates.
- d. Maintaining a continuing concentration on utilization of the group as an auxiliary to the Agency's efforts in meeting its objectives.